



154th Legal Support Organization

FORSCOM Resource Management Training Program

Unit Resource Management

*An Operational Guide to the Budget
Battle*

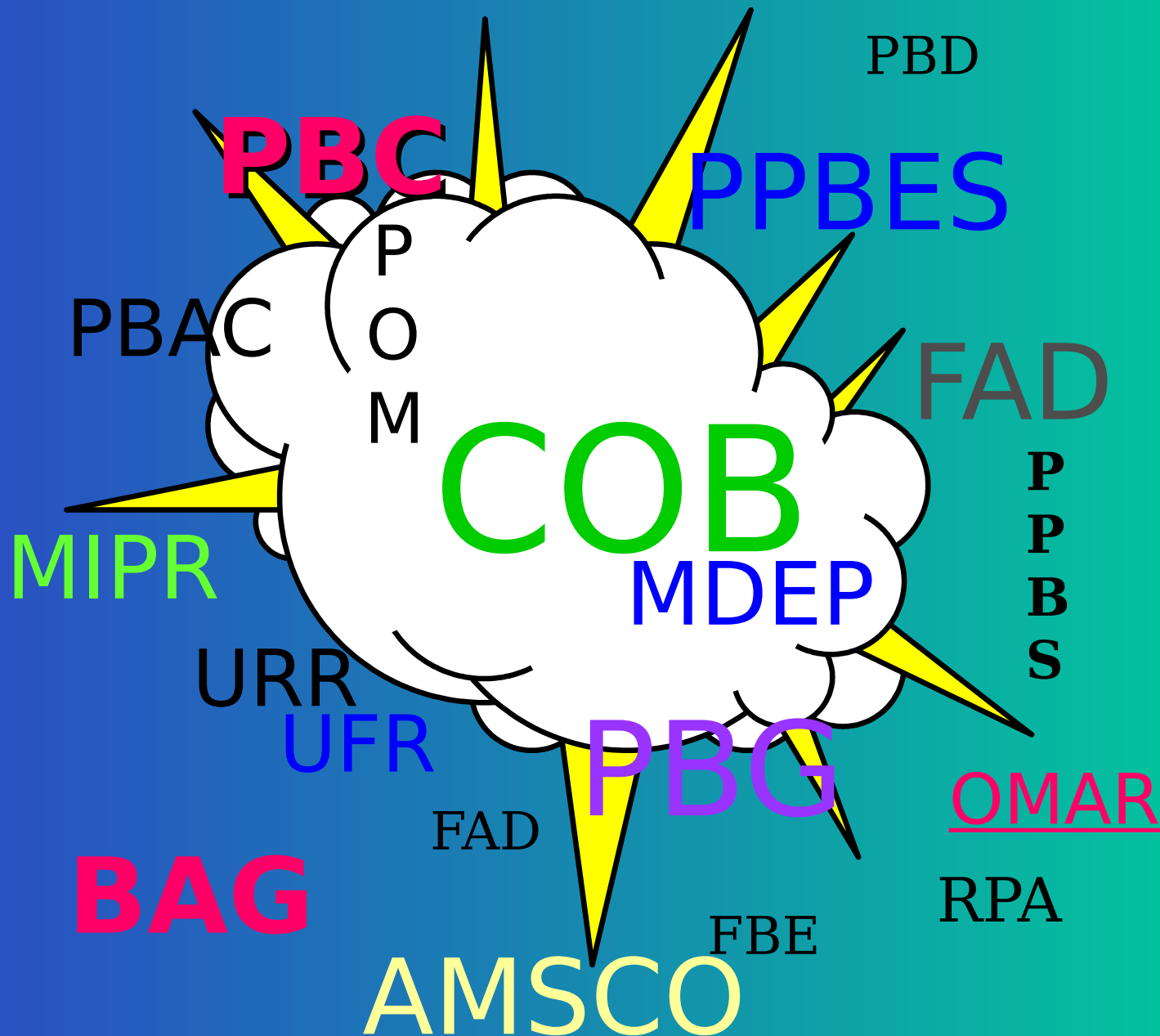
COL E. Scott Castle
Commander, 154th LSO

Reserve Component Workshop 2000
16 April 2000





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T ERRAIN AND WEATHER

T ROOPS

T IME AVAILABLE





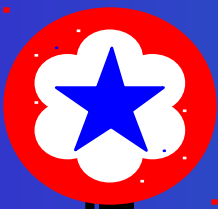
Mission

**Obtain and manage resources to
enable your organization to
accomplish its objectives.**

Identify your objectives by assessing:

- Higher command's priorities
- Training calendars
- Daily operations
- Directed missions
- Readiness posture
- Historical records



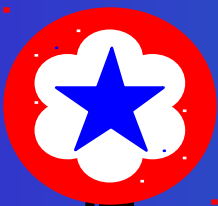


Enemy

An operating environment of finite resources is your 'enemy,' and you must consider its specific disposition, as well as gaps or weaknesses in its defenses.

- General funding trends for RC
- Specific shortfalls / surpluses
 - less ADSW than normal, but more ADA and OMAR funds?





Terrain and Weather

Attacking forces select avenues of approach that avoid enemy obstacles & orient on key 'terrain' - here, the business practices of your higher HQ.

- What resources are decentralized?
 - ADSW, ADA, TDY Travel, OT, schools?
- How are misc. requirements supported?
 - group transport, contracted mtg facilities & training
- Which staff directorate manages?
- Who funds annual mtgs, conferences, recurring requirements?
 - YTBs, CDR's conferences, physicals



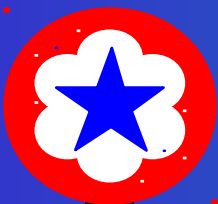


Troops

The number and type of available, friendly “troops” - here, allotted resources - affect the tactical plan, and matching available units with types of actions is vital to success.

- RSCs distribute majority of resources early, based on strength, FSP posture & history
- Your initial funding position will rarely support 100% of your requirements
- Convert requirements into budget estimates



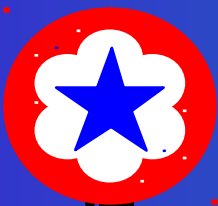


Time Available

Once an attack is underway, time remains critical. Commanders acquire speed by making the necessary reconnaissance and providing the proper tactical support.

- RM requires continual involvement of Commander and Program Director
 - year-round monitoring of resources & req'ts
- Comply with reporting milestones
 - early May: Identify URR issues upon reviewing preliminary funding guidance
 - early November: URR submissions due

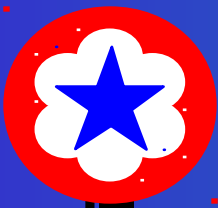




“Battle” Tactics

- Know the funding climate, and exploit it
- Establish & nurture relationship with DRM
 - Practice preventive fiscal law
 - Serve as trusted advisor in PPBES
- Practice written advocacy - a JAGC “core competency”
 - Focus resource requirements on your METL
 - Tie justification to readiness, retention, good order and discipline, soldier morale
- Enlist the support of technical oversight chains & other interested directorates





Conclusion

“The ability to continually mass combat power at key times and places, while maintaining the momentum of the attack at a tempo the enemy cannot handle, is essential.”

FM 100-5, Operations

